

CHQ
TECHNOCRACY INC.

OPERATING INSTRUCTIONS NO. 1

MEMBERSHIP AND FINANCIAL STRUCTURE

Part I: System of Records

1. The Treasurer will install a system of records best suited to the size of the Section. These records will provide for an individual account for each Member to show dues payments, thereby facilitating the compilation of form S-8. Card index or looseleaf files are suggested as methods permitting expansion. Availability, ease of handling, features preventing errors, and economy in time and cost are considerations. Inclusion of records of periodic pledges is necessary.

Part II: Membership Groups (Form S-8)

1. The Section Membership Report (form S-8) lists two dues paying groups: #1, those Members whose dues are paid to the end of the current fiscal year; and #2, the balance of the Members, those who are paying on an installment basis.
2. The table on the S-8 report is largely self-explanatory. Under columns A, B, C and D, the two dues paying groups are indicated separately, and totaled at the bottom. The figures in column A will be obtained from column D of the previous month's report; the number of Members shown as being in group #1 in this column will thus have had the CHQ share (\$5.00) of their dues already forwarded to CHQ. The figure in group #2 will have been obtained by subtracting the number in group #1 from the total of the Membership. Members temporarily delinquent in payment of their dues to the Section are to be included in group #2. On the January report only, just the total Membership figures will be shown in this column.
3. Column B lists the deductions, which are itemized on the same page. Column C lists the additions, which are listed on the back of the report. The figures in column D are obtained by simple arithmetic.
4. Any member who is not listed on the January S-8 report as

being in dues paying group #1 may be so listed on any one of the subsequent reports when he pays the balance of his dues for the year. As soon as full payment is received, the Treasurer will indicate the Member as a deduction from group #2 in column B, and as an addition to group #1 in column C. Dues to CHQ will be reckoned on the basis of forty-two cents for each month left in the year, including the one covered by the report.

Part III: Special Cases of Dues Payments

1. Members living on a marginal income may be carried by the Section at the discretion of the Board of Governors. In each case, CHQ will continue to receive its per Member share of dues.

Part IV: Acceptance of Membership Applications

1. No Membership Application may be accepted without payment of at least three months' dues.
2. In the place provided on each Membership Application (form MA), there must appear the Section (or Unit or Group) stamp, or the letters 'MAL' (Member-at-Large). The signature of approval must also be affixed by the Governor of New Membership or the Organizer. Every MA must be checked by the New Membership Committee for completeness and accuracy before it is submitted to the Section Board of Governors for approval. In the case of citizenship acquired through naturalization of parents, or by marriage, this must be stated on the MA. The applicant's signature must be in ink, and the entire form preferably typewritten. The New Membership Committee is responsible for legibility of the applicant's name at the head of the form. Note the requirement calling for a parent's or guardian's signature when the applicant is a minor.
3. All MAs must be presented to the Section Board of Governors for acceptance or rejection. Dues payments will be returned to those applicants who are rejected by the Board.
4. MAs are to be sent to CHQ by the Treasurer with the S-8 report on which they are listed. They will be listed on the report for the month in which the acceptance took place. They will also be recorded on the Section Board of Governors Meeting Report (form S-3). Payment of dues by new Members will begin with the month covered by the S-8 report on which

the MAs are listed.

Part V: Transfers

1. Members desiring to transfer must pay their dues to December 31 to the Releasing Section (or Unit or Group) in order to be eligible for transfer.
2. The applicant prepares a Transfer Application (form TA) which the Treasurer presents to the Section Board of Governors for approval or rejection. If approved, the TA will be transmitted by the Section Secretary to the Receiving Section. If approved by the Board of Governors of the Receiving Section, it will be sent by the Secretary of that Section to CHQ. If rejected by the Board, it will be returned by the Secretary to the Releasing Section with a letter substantiating the rejection. CHQ reserves the right to overrule any approval or rejection.
3. CHQ will mail to the transferee a Transfer Clearance, sending a copy to the Treasurers of both Sections involved.
4. The Treasurers will consider the Member a transferee only after receipt of their copies of the CHQ Transfer Clearance which will bear the month for which the Member will be listed on the S-8 report as a transferee. When entering the Member as a transferee on the S-8 report, be sure to show the CHQ reference number as found on the Transfer Clearance letter.
5. No transfer of dues is to take place between Sections. The transferee will be listed under dues paying group #1 in his new Section, with no further dues payments during the remaining months of the fiscal year. The one exception to this rule is when the applicant is approved by the respective Sections at the close of the year and the month for recording the transfer is the following January; in this case, the Receiving Section is responsible for remitting the CHQ share of the Member's dues for the new year, whether he elects to be in group #1 or #2.

Part VI: Resignation

1. Only Members in good standing may resign.
2. To resign, a Member must prepare (or have prepared) his request in duplicate, stating reasons, for presentation to

his Section Board of Governors. The Secretary will record the Board's action on the Section Board of Governors Meeting Report (form S-3) as well as on both copies of the resignation request. If the resignation is accepted, the Secretary will forward the original to CHQ with the S-8 report for the month in which the resignation was accepted. The duplicate will go to the Section files.

3. CHQ will issue directly to the individual concerned formal notification of the decision arrived at by the Division of Organization. A copy will be sent to the Section.
4. Members who have resigned in good standing are not required to pay back dues upon reinstatement.
5. No verbal resignation request may be accepted.

Part VII: Dismissal for Non-Payment of Dues

1. Dismissal for non-payment of dues may be made after a Member shall have been in arrears for more than two months, and after a second demand for payment shall have been ignored. If no response is received to letters of notification, every effort must be made to contact the Member personally before recommending his dismissal.
2. Upon suspension by the Board, action of which will be shown by the Secretary on the S-3 report, the individual will be listed by the Treasurer on the S-8 report in column B, with the required information.
3. CHQ will issue directly to the individual concerned formal notification of the decision arrived at by the Division of Organization. A copy will be sent to the Section.

Part VIII: Dismissal for Conduct Unbecoming a Technocrat

1. The procedure to be followed in dismissing a Member for conduct unbecoming a Technocrat is set out in detail in the BL&GR, Article III, G.

Part IX: Reinstatement

1. The original of an application for reinstatement must be sent to CHQ with the monthly reports. It must include all pertinent data and also bear the recommendations of the Section Board(s) of Governors (by which the applicant was

dismissed and through which he requests reinstatement). A duplicate of the application is to be filed at the Section(s).

2. Members who were dismissed for non-payment of dues are required to pay back dues computed from the month of delinquency to the month of reinstatement. In all cases of reinstatement there is a charge of \$1.00 to offset the costs incurred in the dismissal and reinstatement.
3. In cases of merit, in connection with financial limitations, the Board may waive the Section share of back dues. In view of the increasing economic precariousness of ever greater numbers of individuals, there is a further stipulation: When a former Member is not able to make payment of even the CHQ share of back dues, and so states in writing, this too may be waived provided that he pay the dues for the current year in full (\$9.00) at the time of the application for reinstatement.
4. In order to simplify accounting in instances where two Sections are involved (one being the Section from which the applicant was dismissed and the other the Section through which he requests reinstatement), payment of the reinstatement charge and the bank dues may be made to the Section through which he requests reinstatement. The amount of back dues owing will be obtained from the former Section; if that Section is no longer operating, or if the Member was a Member-at-Large, information regarding his back dues will be available from CHQ.

Part X: Death of a Member

1. In the case of death of a Member, the Section Board of Governors will take cognizance thereof, with proper entries on the S-3 and S-8 reports by the Secretary and Treasurer, respectively.

Part XI: Section Recapitulation Sheet (Form S-9)

1. The Section Recapitulation Sheet is a breakdown of the remittance being sent to CHQ. It is important that the exact amount shown in the last column of the S-8 report be brought forward as item 1 on the S-9 report.

Part XII: Section Financial Sheet (Form S-10)

1. Financial accounting is basically a matter of keeping a record of money coming in and money going out. On the Section Financial Sheet (form S-10), these are shown respectively as 'Income Receipts' and 'Disbursements.'
2. Each of these has a sub-heading: Money that is owing to the Section is itemized under 'Accounts Receivable'; money that is owed by the Section is shown under 'Accounts Payable.' The 'Accounts Payable' column is very important and all unpaid bills must be listed each month on the S-10 report in the space provided, emission of the unpaid bills gives a false impression of the financial status of the Section, Unit or Group, and defeats the purpose of submitting a monthly financial report to CHQ. Directors approving the reports are asked to check this column with the Treasurer.

Part XIII: Banking and Petty Cash

1. Organizational funds, whenever they exceed \$50 per month, are to be deposited in a local bank. All disbursements are to be paid by check, except as outlined below in the instructions pertaining to the Petty Cash Fund. All income is to be covered by receipts, copies of which are to be sent to CHQ with the monthly reports. Collections shall be receipted to the Committee or body which is responsible for taking up the collection.
2. The originals of the monthly (or quarterly, when issued only quarterly) bank statements are to be sent to CHQ along with the regular Treasurer's reports. Duplicate copies may be obtained from the banks (usually at a slight cost) or photostat or typewritten copies may be made for the Section files.
3. In submitting bank statements with the financial reports, it will be necessary in most cases to reconcile the amount shown on the statement with the balance on the books and the S-10 report. In cases where such a reconciliation is necessary, please attach a memorandum to the bank statement. For uniformity and ease in checking at CHQ, we have devised a formula using hypothetical figures. We ask that the general setup be followed in making the bank reconciliation.

Checkbook balance	\$300.00
Deduct: Service charged by bank	<u>.75</u>
Adjusted checkbook balance	\$299.25

Balance per bank statement		\$350.75
Add: Deposits on hand or in transit, but not yet credited by bank		<u>15.00</u>
		\$365.75
Deduct: Outstanding checks	\$ 7.85	
	21.33	
	12.00	
	<u>25.32</u>	<u>66.50</u>
Adjusted bank balance as per checkbook		\$299.25

4. Since the 'on hand' figure at the bottom of the S-10 report should equal the sum of the adjusted bank balance and the Petty Cash Fund (see below), it is requested that these two items be entered on the S-10 report in the space below the 'on hand' figure, and totaled to show that there is actual cash equal to the 'on hand' figure.
5. Where it is found convenient and necessary to keep a petty cash fund for small disbursements, it is recommended that the following system be used:
 - a. The petty cash fund is established by drawing a check to 'cash' for the amount deemed necessary, usually for a period of one month unless the account is very active, and by charging 'Petty Cash' in the cash disbursement journal.
 - b. Each expenditure from petty cash should be covered by a signed receipt (or cash register slip); these receipts constitute the memoranda of disbursements. If the petty cash fund is \$25, the box at all times should contain either cash or receipts or both, the sum of which will be \$25. Income receipts, regardless of how small, should not be added to the petty cash fund but should be deposited in the bank.
 - c. At the end of each month, or oftener if necessary, the Treasurer prepares a petty cash statement in which his disbursements are tabulated and summarized under the expense accounts to be charged, somewhat as follows:

Sta. & Supp.	\$1.50	Newspapers, etc.	\$0.10	
	.75		<u>0.15</u>	\$0.25
	<u>.39</u>			
	\$2.64	Misc.	\$0.40	
Postage	\$4.00		<u>.25</u>	<u>.65</u>
	3.00	7.00		
Total \$10.54				

(To check the accuracy of this total, ignore the statement and make a list of the amounts on each receipt. The total of the receipts should equal the total on the statement.) Staple the receipts to the back of the statement.

- d. Reimbursement to the petty cash fund is accomplished by drawing a check to 'cash' for the exact amount of the statement, thereby replenishing the fund to the original amount. When this check is drawn, the various expense accounts which appear on the statement are charged in the cash disbursement journal.
- e. The 'Petty Cash' account under this system is never charged after the initial charge for setting up the account, unless the fund proves inadequate for the needs of a period and the amount is increased. Therefore, the entries on the S-10 report under 'Disbursements' will consist of one entry for 'Petty Cash Fund' at the outset, and charges to the various expense accounts shown on the petty cash statements when checks are drawn to replenish the fund.

Part XIV: Financial Policy

1. It is to be recognized that any monies deposited to the account of any unit of Technocracy Inc. are the property of the Organization as a whole, and not the property of individual Members nor even of the specific unit in whose name the deposit is made. Should any unit of the Organization cease operations for any cause, its funds are to be sent to CHQ to be used for the benefit of the Organization as a whole; and other property is to be disposed of as directed by CHQ.
2. Individual Officers and Members of the Organization are prohibited from signing promissory notes and other instruments of debt against the Organization. No unit of Technocracy Inc. is permitted to borrow money for the purpose of implementing a new project or acquiring property or capital goods without having the act approved by the Section Board of Governors (or by the unanimous decision of the three Officers of a Unit) and finally approved by CHQ. Should it be necessary to borrow from within the Organization to carry on current activities, such action

should first be approved by the Section Board of Governors (or by the unanimous decision of the three Officers of a Unit) after it has satisfied itself that the loan can be repaid within a reasonable period satisfactory to the loaner. The loaner should be given a receipt and the action of the Board should be clearly stated in the minutes with full pertinent details for CHQ's information.

3. No unit shall contract debts which are binding upon CHQ or upon the Organization as a whole; no such debts will be recognized by CHQ. Unpaid rent or other bills shall be the sole responsibility of the unit or Member which incurs them.

TRANSFER APPLICATION

APPENDIX TO OI-1

Sample Letter

To: (Name of Member) (Date)
(Address)

Subject: Membership Dues in Arrears

1. The records of our Section show that your Membership dues are in arrears. To date, we have assumed the responsibility for that part of your dues which is allotted to CHQ, as is required by the BL&GR. You will understand that we cannot do so indefinitely.
2. Article III G of the Bylaws directs as follows: 'Dismissal for non-payment of dues may be made after a Member shall have been, in arrears for more than two months, and after a second demand for payment in writing shall have been ignored, without the necessity of any further notice or hearing.'
3. This Section has no wish to recommend any Member for dismissal for non-payment of dues, but financial considerations leave no alternative when a Member does not maintain himself in good standing.
4. Payment of Membership dues is the only financial demand that the Organization makes on its Members. Surely it is not too much to expect the Members to pay their monthly installments on time, or ahead of time if possible. For that matter, it would be best for all concerned if each Member paid his dues through to the end of the year as early in the year as possible.
5. We shall look forward to receiving your remittance at an early date.

Salute!

(Name)
Treasurer

CC: CHQ

CHQ
TECHNOCRACY INC.

OPERATING INSTRUCTIONS NO. 2

ORGANIZATION PROCEDURE FOR NEW SECTIONS

General Considerations

Our Organization advances its frontiers and consolidates its position by the voluntary contributions of patriotic North American citizens. These contributions of both effort and money are made only after the exacting demands of Price System existence have been met. Consequently our Organization must provide sufficient latitude and flexibility of structure to enlist all available contributions in time, effort and money. Yet, the general guidelines must be clearly defined and as a whole maintained so as to produce an efficient, concerted and forceful action pattern toward the achievement of our goal. In establishing new outposts, either in unorganized territory or in territory yet too lightly permeated, the foregoing considerations apply most particularly. To guide the pioneers engaged in this work, these directions have been compiled. Maintenance of liaison with others and with CHQ while proceeding with the work will prevent serious deviations from the required norm.

Part I: Duties of Organizer Reporting to CHQ

1. Members desirous of engaging in the work of organizing new Sections must be authorized by CHQ as Organizers. Written request must be made for authorization. Organizers are of two kinds: (a) Members-at-Large, operating independently of any Section and reporting directly to CHQ, and (b) Section Organizers, recommended by their Section Board of Governors and reporting directly to their Section.
2. The Organizer who is a Member-at-Large submits to CHQ a monthly report of his current activities and his plans for the future. Any new Members that he signs up will also be Members-at-Large. As soon as he has six or more who are willing and able to function together, he may apply to CHQ for Group authorization, including with his request a joint Transfer Application (form TA).
3. As soon as authorization is received, the Group begins to operate as an embryo Section, retaining its share of the

Membership dues that are paid by the Members and submitting the standard Section report forms monthly to CHQ. When the number of Members in the Group reaches fifteen or more, the Organizer may appoint a Secretary and a Treasurer to help him with the detail work, and apply to CHQ for authorization as a Unit.

4. When a Unit achieves a Membership strength of fifty or more, it is eligible to become a chartered Section. The Organizer shall call a meeting of the Members, who in turn shall select the eleven Members to serve as the Section Board of Governors. A Charter Application, obtainable from CHQ, is then filled out by the Organizer and the necessary signatures obtained for submission to CHQ. After approval of the Section Charter by CHQ, the new Section shall operate in full accordance with the Bylaws and General Regulations of Technocracy Inc.

Part II: Duties of Section Organizer

1. Any active Section reaches beyond the immediate vicinity in which its activities are centered. The mileage involved fluctuates with the various sectors of the Continent. In some instances, even several hundred miles have not prevented such extension work. At times, the contact is made in person; in other cases, contact can be maintained only by letter.
2. The unit engaged in such extension work is the parent Section, acting through the Organization Committee, with individual Members and groups of Members scattered about more or less profusely. Until there develops among the Members of a new group someone capable of assuming the post of Organizer, it is advantageous to place the new group under the jurisdiction of the Organization Committee of the parent Section. This Committee maintains liaison between the group and the Section until someone in the group evinces sufficient application and ability to become eligible for the post of Organizer. This qualifying Member will be asked by the Board of Governors to submit his request for authorization as an Organizer. The Board affixes its recommendation and forwards the request to CHQ for further action.
3. The newly appointed Organizer is directly responsible to his parent Section. All monies involved in the conduct of his group are recorded through the reports and books of the

Section. Operating expenses of the group are allocated by the Section to the Organizer who maintains a complete record of his financial Transactions. A monthly report is submitted by him to the Section, a copy thereof being sent by him directly to CHQ. New Members continue to be enrolled as Members of the Section.

4. As the group progresses in size and achieves stability, it may wish to attain independent status. As soon as there are six or more Members functioning together, the Organizer may apply to CHQ for Group authorization, including with his request a joint Transfer Application (form TA). This request must bear the recommendation of the Board of the parent Section.
5. As soon as the authorization is received, the new Group begins to operate on its own, following the procedure in paragraphs 3 and 4 of Part I of these Operating Instructions #2.

Part III: Expansion Work Through Tours and Correspondence

1. Authorized Speakers on tour at times enter communities where as yet no unit of the Organization exists. Such localities may be divided into two categories; i. e., those near a Section and those far removed from any Section (or Organizer).
2. Applicants and contacts originating in areas near a Section are referred directly to the Organization Committee of that Section. The Speaker informs the Section of the names and addresses of individuals requesting further information or enrollment. Their further treatment then falls under Part II, above.
3. The term 'near' in this case is not definable by a certain number of miles. Whether to place contacts and applicants in touch with the nearest Section or Organizer, or with CHQ, must be decided by the accompanying circumstances. The Speaker lists in his report the disposition made so that CHQ and other offices concerned will be acquainted with the action taken.
4. Citizens of communities not within the specifications of paragraph 2 above, expressing their interest in Technocracy or intention to join the Organization, are left in possession of as much literature as practical. A Membership

Application and a copy of the BL&GR may or may not be left with them, depending upon the degree to which the individuals appear to be prime movers. The Speaker instructs them to communicate at once with CHQ, either to request MAs and further literature or to submit their MAs with the corresponding dues for the remaining months of the year. CHQ then acts in accordance with the requirements of the case.

5. If an individual appears to be an immediate prospect for the post of Organizer, the Speaker gives him a letter of recommendation addressed to CHQ. The individual concerned then requests from CHQ authorization as a temporary Organizer, stating succinctly his qualifications and his determination to function. This authorization will be for a period of six months. With his request he will enclose his MA, the recommendation from the Speaker, his dues, and the names, addresses and positions of three references. The Speaker sends to CHQ a duplicate of the recommendation along with a report indicating what material has been left with the applicant. The Speaker is to list carefully the full names and addresses of all contacts in the community. The new Organizer will be sent an Organizer Outfit, which contains various official supplies.
6. Upon termination of his temporary authorization, the Organizer applies to CHQ for further authorization, submitting with the request a postcard-size photograph of himself, full length.
7. The Speaker on tour is not to collect dues from applicant Members. Dues are sent by the applicants to the Section concerned or to CHQ, as the case may be, together with their MAs and a covering letter.
8. The procedure as outlined above is adaptable to contacts originating through correspondence.

Part IV: Miscellaneous

1. Organizers, Speakers and all others concerned with expansion activities are to familiarize themselves with the material issued by CHQ. See Operating Instructions No. 14, List of Items from CHQ. They need not be able to recite by heart the contents of any of the items, but they must be aware of the general contents and of the availability of each one.
2. A working knowledge of all printed and mimeographed forms is

essential. Particular attention is to be placed on acquaintance with the requirements of forms S-3, S-9 and S-10. The Section Treasurer will provide any necessary explanations.

3. Much correspondence can be avoided if the Officers and Members concerned are familiar with our organizational material. They are thereby able to clarify in a few short words through discussion what otherwise requires an exchange of letters, representing expense and a lowering of our efficiency factor.

CHQ
TECHNOCRACY INC.
155 East 44th Street, New York 17, N. Y.

OPERATING INSTRUCTIONS NO. 3

Issued: March 1941

REFERENCE SOURCES AND STUDY CLASSES

(Revised 5-42)

Part I: Introduction

1. It is the duty of every Technocrat, especially if engaged in speaking or writing, to keep himself adequately informed on current conditions and Continental trends affecting the American social scene. No member of Technocracy Inc. is to believe, i.e., accept without independent substantiating investigation of his own, the statements of even his own Organization. Every trained Technocrat is able to verify by his own study of independent sources the statements of fact made by Technocracy and to check the accuracy of Technocracy's predictions and conclusions. Technocracy Inc. is unique among all organizations approaching the American social problem in that its members are required not to believe, but to know.
2. These Instructions list some publications and periodicals recommended to Section Research and Education Committees, Field magazine staffs, and all Technocrats engaged in organizing, speaking, writing, editing, publishing bulletins, operating study classes, plotting and producing charts, graphs, tables, etc. It is expedient for Sections to acquire a library composed of these references and periodicals as well as of other reference texts listed in the bibliography of the 'Technocracy Study Course.' Section file copies of reference material are to be placed in the custody of a designated officer and made available to interested members. The more expensive or technical references need not be purchased by the Section or Group; full use of the facilities of public libraries is advised.

Part II: Newspapers and Magazines

1. How to Read Them

A writer in the 'Reader's Digest' of January 1939 aptly stated: 'For most people, newspaper reading is a life-long training in the bad habit of mildly enjoying and completely forgetting an infinite series of disconnected ideas.' However, that well-founded statement does not apply to Technocrats. They are on a perpetual search for pertinent, related facts, and are therefore unaffected by the irrelevant tripe filling some 90 percent of the columns of most newspapers and magazines. One must read skeptically and critically. Training in Technocracy provides every member with the background and tools to fit together the jigsaw-puzzle-pieces of occasional relevant facts in the potpourri of the press; only thus can one derive through the press a coherent picture of America's contemporary social evolution. Withal, the press can be used to substantiate the Technocrat's knowledge.

Note: Some publications listed may not be available at this time, also prices are now much higher.

2. Interpreting the News

Studied scientifically, the unfolding news takes on new meaning and significance. Technocratic training will develop a member's ability to interpret the news -- to 'read between the lines' and draw underlying deductions of greater importance. For example:

A news-item (February 1941) stated in effect that the United States could expect opposition from Brazil to our program of blocking nazi-fascist expansionism, on the grounds that Brazil has a German population of some 750,000. Although no mention was made of it in the news-item, any Technocrat reading it could point out a far more significant fact -- namely, that the opposition from Brazil is to be expected not merely because of the resident German minority, but chiefly because of the fundamentally fascist culture and ideological conditioning of the entire Brazilian population, the facilitating vehicle of which is the Spanish falangist movement. It is to be pointed out, moreover, that the fascist culture is common to all other Latin American countries. A further implication, although not as yet realized by most Americans, save Technocrats, is that the current (February 1941) radio 'news' program of Drew Pearson and Robert Allen, sponsored by the Brazilian government as a purported gesture of Brazil's 'good neighborliness' and 'friendship' for the United States, is in reality merely a

cover-up move to drag a 'red herring' before the U.S. public.

3. What to Look For

When reading newspapers and magazines be on the lookout for the following main topics:

- a. All items dealing with Technocracy or the activities of Sections and units, including announcements of meetings, etc.
- b. Items giving long-term (covering a period of years) information on all industrial and agricultural trends, extent of mineral deposits, newly-discovered sources, processes, etc.
- c. Items giving specific information on technological changes which will displace man-hours of employment.
- d. Long-term figures on employment, unemployment, and relief.
- e. Items giving information of foreign trade, surpluses, crop curtailment, amounts of commodities in storage, etc.
- f. Financial information: bank deposits, excess reserves, interest rates, bank or business failures, insurance earnings, premiums and interest rates, bond prices and returns, government expenditures, debt, etc.
- g. Information on population trends in North America.
- h. Evidences of Price System interference and inefficiency.
- i. Quotations from prominent Price System figures and columnists, etc., who (1) utter nonsense, or (2) make statements contradicting their previous utterances, or statements disproved by the march of events, or (3) state contentions in line with Technocracy's findings and proposals.
- j. Items relating to North American defense measures, tactics, strategy, and trends.
- k. Items reporting opposition to moves which tend to promote American defense, security, and unified Continental solidarity, and perhaps indicating the source of the opposition (financial, political, religious, or foreign).

Section Monthly Clipping Reports

Research Committees of all Sections (and Organizers) are charged with the monthly duty of sending to CHQ an

assortment of newspaper and magazine clippings enclosed with and listed on Section Report Form S-6. (Use paper clips to attach clippings -- do not use staples, paste, glue, etc.) This research function is necessary in order that Technocracy's Continental network of Sections and Organizers may assist in keeping CHQ fully informed at all times. The types and topics of clippings requested by CHQ are enumerated in the foregoing paragraph 3. All clippings must be marked plainly as to date and source; and it will further assist CHQ if the items are neatly clipped, sorted in chronological order, and grouped in the classifications used in paragraph 3. The alphabetical letters used to designate the classifications (a, b, c, etc.) are to be printed clearly on the clippings to which they correspond.

Part III: Commercial and Government Publications

1. Preliminary Considerations

Vast amounts of data are available in commercial and government publications and reports, many of which are profusely illustrated with graphs, charts, and maps. However, considerable care and caution must be exercised in gathering and using material from these sources. Many of them are examples of work by Price System apologists and demonstrate the fallacies of a non-scientific analysis from which basic and prior factors have been excluded. Both government and commercial reports frequently contain biased conclusions. Much of the material is obviously presented in such a way as to imply justification for the policies and methods of business and/or the incumbent political administration. While the reports are recommended for study, and the data, with the following considerations, are to be accepted as authentic, it must be remembered that they are not sufficient to present the American problem in its Continental order of magnitude, and that the conclusions stated are generally untenable since they are confined within the limiting framework of the Price System and its political superstructure.

When studying data from any of these sources members are reminded to check carefully to ascertain the statistical bases covered, the method(s) of compiling the figures, and what 'adjustments,' 'allowances,' 'corrections,' etc., if any, have been made. Remarkable deviations from actual conditions are sometimes achieved in the presentation of figures, especially if they are set forth as indices or

'adjusted' averages and the like. By the use of these methods, plus 'convenient' omissions of fact, and other forms of statistical trickery, the tone, the conclusions, and sometimes even the data of certain works are frequently presented as in opposition to the analysis derived by Technocracy's application of the methods of physical science.

2. Recommended Material

The Commercial Bulletins listed in subdivision (a) below are issued periodically and may be obtained without charge, upon written application to the publishers, Sections and Organizers are instructed to write on Section standard stationery, requesting to be placed on the mailing lists. In addition. Speakers, editors, and other interested members are advised to write personally for these items,

The Government Publications listed in subdivision (b) and (c), if marked with an asterisk (*) are obtainable by application and remittance (if required) to the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. The agency from which an unmarked item is obtainable is given following the title.

a. Commercial Bulletins

- 'Business Bulletin,' Cleveland Trust Company, Cleveland, Ohio.
- 'The Monthly Bulletin,' National City Bank of New York, 55 Wall St., New York, N. Y.
- 'The Index,' New York Trust Company, 100 Broadway, New York, N. Y.
- 'Monthly Letter,' Royal Bank of Canada, Montreal, P. Q., Canada.
- 'Agricultural and Industrial Progress in Canada,' Department of Immigration and Colonization, Canadian Pacific Railway Company, Montreal, P. Q., Canada.
- 'Guaranty Survey,' Guaranty Trust Company, 140 Broadway, New York, N. Y.
- 'Steel Facts,' American Iron and Steel Institute, 350 Fifth Ave., New York, N. Y.
- 'Automobile Facts,' Automobile Manufacturers Ass'n., New Center Bldg., Detroit, Michigan.
- 'Nickel Steel Topics,' and 'Nickel Cast Iron News,' International Nickel Company, Inc., 67 Wall Street, New York, N. Y.

'Fertilizer Review,' National Fertilizer Ass'n., 616 Investment Bldg., Washington, D.C.

b. Government Periodicals

'Monthly Labor Review,'* (\$3.50 per year). This is of special interest as it contains a great deal of data regarding technological development, unemployment, etc.

'Labor Information Bulletin,' (issued monthly -- free). Obtainable from the Bureau of Labor Statistics, U.S. Department of Labor, Washington, D.C.

'Survey of Current Business,' (monthly -- \$1.75 per year). From Bureau of Foreign and Domestic Commerce, Department of Commerce, Washington, D.C.

'Bulletin of the Federal Reserve Board,'* (issued monthly -- \$2.00 per year).

'U.S. Government Publications, Monthly Catalog,'* (\$1.50 per year).

'Weekly List of Selected U.S. Government Publications,'* (free).

c. Government Reports

'Technological Trends and National Policy,'* National Resources Committee, June 1937, House Document No. 360, (\$1.00).

'Production, Employment, and Productivity: Report No. S-1' (in 3 parts), (no price listed). Obtainable from the U.S. Works Progress Administration, National Research Project, Washington, D.C. This is one of a series of interesting reports, a list of which may be obtained upon request.

'The Structure of the American Economy. Part 1, Basic Characteristics,'* (\$1.00).

'Energy Resources and National Policy,'* (\$1.00).

'Technology on the Farm,'* (40 cents).

'Our National Resources,'* National Resources Planning Board, (10 cents). This is a brief, digested statement of some significant figures and problems.

Part IV: Technical Publications

1. Most technical publications contain material of interest to the Technocrat. Subscription to these is not necessarily recommended; they can be advantageously scanned in the public libraries. Some Section Research Committees have crews engaged in this activity which compile abstracts from

week to week of effective and interesting material thus derived. A very few of the most useful sources are: 'Chemical and Metallurgical Engineering,' 'Engineering News-Record,' 'Electrical World,' 'Factory Management and Maintenance,' 'Power Plant Engineering,' 'Product Engineering,' 'Power,' 'Coal Age,' 'Textile World,' 'American Machinist,' 'Railway Age,' 'Steel,' 'Iron Age,' 'Mechanical Engineering,' 'Mining and Metallurgy,' 'World Petroleum,' 'Food Industries,' 'Science News Letter.' There are hosts of others which may also be found in libraries.

Part V: Statistical Reference Books

1. The following references are recommended as standard sources of many of the most authentic figures and data obtainable. The considerations of Part III, paragraph 1, of this OI, must nevertheless be applied. The references marked with an asterisk (*) are U.S. Government publications and may be obtained upon application and remittance to the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C.

Statistical Abstract of the U.S.* (issued annually -- \$1.50)
U.S. Minerals Yearbook,* U.S. Bureau of Mines (\$2.25)
U.S. Yearbook of Agriculture,* Department of Agriculture (\$1.50)
U.S. Commerce Yearbook,* Department of Commerce
Biennial Census of Manufactures,* Department of Commerce (\$2.25)
Statistics of Railways in the U.S.,* Interstate Commerce Commission (issued annually -- \$1.50)
Statistics of Income,* U.S. Treasury Department (issued annually)
Canada Yearbook, Dominion Bureau of Statistics, Ottawa, Ontario (\$1.50). (Other publications may be obtained from the same source.)
The Mineral Industry, by G. A. Roush, McGraw-Hill Book Co., New York, N. Y., (issued annually -- \$12.00)

Part VI: 'Technocracy Study Course'

1. The 'Study Course' should be conducted as nearly as possible along the lines of a course in a university. There should be frequent and regular hours of meeting, and an accurate record kept of the attendance and performance on the part of the members. So wide are the fields of knowledge outlined in the 'Course,' and so vital the thorough acquisition of such

knowledge by every member, that the Committee charged with the instructing need have no fear of an early completion of their duties. It has been well said that 'a little knowledge is dangerous,' and, it may be added, it is at best useless.

2. No Technocrat should repeat, parrot-like, technical or general data or information which he cannot himself substantiate from the authoritative sources.
3. In conducting the 'Study Course' it is recommended that leaders for discussion on various topics be selected on the basis of their technical training and, obviously, those best informed.
4. Outside lecturers on special topics who are nonmembers may be invited to address the Section at the discretion of the Education Committee. Such nonmembers, however, shall not be allowed to conduct a study class.
5. It would be desirable to have every individual of each study class read and become familiar with the material listed in the Bibliography. To do this would profitably occupy a group over a much longer period of time than is necessary to become familiar merely with the material written in the lessons themselves. As laboratory exercises, they would find it useful and informative to plot up growth curves of the various major industries as listed in the 'Statistical Abstracts of the United States.' It would also be useful in order to get a picture of the world distribution of mineral resources if outline maps were secured and the localities plotted showing the point of origin from which the world obtains its leading industrial minerals. One map of this sort could be prepared for oil, another for coal, others for iron, copper, tin, lead, zinc, nickel, etc. Where, for instance, does Japan obtain the oil she requires to operate her battle fleet? What would happen if she were blockaded?* What essential minerals does South America lack for the operation of a high energy social mechanism? These are only suggestions in a particular field of the types of things that the members should know.
6. The question has arisen from some of the Sections regarding whether the 'Study Course' should be taught as dogma not to be questioned. This is far from the intention. It is possible that errors of fact may have crept in. All Sections are requested to study the lessons with a completely

* This question was posed in 1935.

critical attitude. If statements are found that appear to be in error, it is recommended that these be checked, insofar as is possible, with the most authoritative sources available. If, when this is done, the statement still appears to be in error, it is requested that a report be sent to CHQ giving the erroneous statements and the suggested corrections, including reference to the authoritative sources.

PART VII: Section Library

1. All Sections are encouraged to build up their Section libraries and to encourage their use by the membership. Books contained in the Section libraries should consist of the Bibliography reference books of 'Technocracy Study Course' and books recommended in this release and from time to time by CHQ, as well as other reliable geographical, historical, statistical, and scientific textbooks.
2. Libraries are under the control of the Education Committee which appoints a Librarian. The Librarian or deputy must be in charge at all times. If necessary the books should be kept in a locked bookcase which is only opened in the presence of the Librarian. A card index system must be employed for books taken out by the members. There should be a time limit on books taken out and a small rental charge can be made with a small penalty for books kept overtime. The books are available, of course, to study classes and the Research Committee.

CHQ
TECHNOCRACY INC.
P. O. Box 238, Savannah, OH 44874

OPERATING INSTRUCTIONS NO. 4

Issued: February 1941

GUIDE FOR SPEAKERS

(Revised 11-86)

Part I: The Need for Speakers

1. One unfailing indicator of the activity of any Section or Group is its number of public meetings month in and month out and the number of appearances by its Speakers before service clubs, civic groups, church bodies, educational institutions, etc. Technocracy must be vocal to broadcast its message and accomplish its purpose. Technocracy, possessing the greatest social objective and the most vital message ever dispatched to North Americans, is proud of its voice -- its corps of competent, voluntary Speakers, male and female. These active men and women are in the vanguard of Technocracy's extension. Through their sustained efforts, in conjunction with Organization and other Section Committees, interest is built up locally and new units of our Organization are born and established in previously unrepresented districts.
2. To continue and to accelerate this basic work every Section of 100 members or more must strive for a minimum of six regularly active Authorized Speakers. An unbroken stream of new speaking talent must be developed from our growing membership. As always, the Organization relies on the initiative and willingness of its members in every unit in the Field to acquire self-training, which includes discipline and coordination of effort, that is necessary to do an effective job.

Part II: Authorization

1. The application to CHQ for authorization of Speakers must include:
 - a. A unanimous recommendation signed by the Section Speakers Committee indicating that the applicant has completed satisfactorily the Speaker's training course

- and is generally well prepared.
 - b. The dates, locations, and a resume of the subject matter of at least five (5) half-hour semi-public lectures given before Section members and others.
 - c. A typed copy of a complete lecture prepared by the applicant without assistance or correction by others.
 - d. After authorization by CHQ, the chief responsibility of keeping and giving assignments to only the most capable speakers rests with the Section Speakers Committee.
 - e. CHQ may at any time for cause retract a Speaker's authorization.
2. Resumes and speeches submitted to CHQ through the Section Public Speaking Committees must be in duplicate, one set to be retained by CHQ, and the other set to be returned to the applicant. Manuscripts must be typewritten, double-spaced, on one side only of white paper 8 1/2 by 11" in size and not too light in weight. Manuscripts must not be typed in solid capital letters. Pages are to be numbered in the upper right corner. Not less than one inch of margin is to be left on all sides.

Part III: Training

1. How Do I Become a Speaker for Technocracy

The best answer yet given is, 'Know your subject -- then get up and talk about it.'

2. Acquiring Knowledge

Knowledge of Technocracy's scientific method and basic material is the first prerequisite. Thorough study of the 'Technocracy Study Course,' both privately and as an active participant in the study classes, is indispensable. Complete familiarity with the official literature -- pamphlets, all past and current issues of 'Technocracy' magazine, and a representative number of past and current Field publications -- is to be attained at the outset and maintained thereafter. Many of the principal references listed in the bibliography of the 'Technocracy Study Course' should be investigated. Furthermore, one must keep informed on the up-to-date measurements and facts concerning the significant current events of Price System demise. (Refer to OI-3.) Finally, one must know his Organization -- its structure, methods, and current development as material forwarded to the Field from CHQ.

3. Preliminary Methods

Practice and actual experience are the remaining prerequisites' to the development of a public Speaker. Fundamentally, public speaking is simple. Consideration will show that it may be regarded merely as the carrying out of an orderly conversation before a group of people. By this is meant asking oneself natural questions concerning the subject, either directly and vocally, or silently by implication, and answering each in turn factually and clearly so as to be understandable by those to whom the subject and its implications are new. Both knowledge and preliminary experience in orally presenting Technocracy and its component subject matter before groups of people may be initially secured by several useful methods.

- a. Prepare and present before the study class resumes and summaries of 'Study Course' lessons, portions of the source books, official pamphlets, magazines, and other pertinent factual material relating to North American physical trends and their social implications. (Active leadership of study classes not only supplies a needed function within the Section or Group, but also helps prepare the class leader to present Technocracy from the platform.)
- b. Give short talks before Section Membership Meetings and similar functions on phases of Technocracy's methods, accomplishments, and objectives, stressing the need for increased and more efficient membership function.
- c. Give short talks on subjects with which the student is thoroughly familiar, such as the functional aspects of one's occupation, hobby, or special interest, from the standpoint of Technocratic implications, always stressing the latter. (This type of talk is preliminary only and is not to be delivered before the general public.)
- d. Present Technocracy and answer questions concerning it before small groups of interested non-members at informal gatherings in private homes of members or non-members. This is a particularly functional method of acquiring further development.

4. Speakers' Classes

Further training may be carried out in special Speakers' classes conducted by the Section Public Speaking Committee. These classes deal with the elementary factors of public speaking technique, such as diction, voice modulation, delivery, platform manner and stance, etc., but are primarily concerned with the accurate presentation of Technocracy via the spoken word. Training in Speakers' classes must not stress too heavily the academic side of the technique of public speaking. Training takes the form of immediate practical experience in presenting talks of from 5 to 30 minutes duration on Technocratic material.

5. Platform Work

Later training, in addition to the previously stated methods, is achieved by actual appearance of the student on the platform at Section public meetings in the capacity of X-Card announcer, literature announcer, organizer, chairman, and finally in initial try-outs as main speaker. (Refer to OI-5.)

6. To sum up: Regular study of material and continuous practice and experience, accompanied by determined effort, will surely overcome any original self-consciousness of the student and provide all the training he needs to become a competent Technocracy Speaker.

Part IV: Tactics

1. Organizational 'Drive'

In presenting Technocracy by the spoken word it must be borne in mind that the main purpose is to secure capable new members and not merely to educate or entertain the audience. To secure new members the major emphasis must be placed on the social implications of the facts and the conclusions which they validly bring forth, and not on the academic phase of the subject alone. The facts must be presented with assurance and accuracy, but moreover, in such a manner that a challenge results intended to motivate the hearers to participate in Technocracy -- first to investigate the facts uncovered and 'see for themselves,' and second to translate this new knowledge into sound organizational action. Realization of the imperative need for each individual's doing something about it' -- study and action -- must be the natural response gradually induced in the persons in the

audience as the lecture approaches its climax. This constitutes the organizational 'drive' of the Speaker's efforts and must become skillfully interwoven in the lecture process. Caution must be exercised and discretion used in accomplishing this. Guard against the use of oratorical mannerisms and an emotional vocabulary as it defeats Technocracy's purpose. A sober, relentless presentation of valid reasoning from unassailable facts, avoiding both the over-academic and over-emotional, have been found to be the most effective mode of address, producing the most lasting and satisfactory results.

2. Vocabulary

Speakers must exercise care in the choice of terms used, always remembering that Technocracy is science and that while simplicity is desired in speaking, only terms of exact and rigidly defined meaning are acceptable in science. Subjective and philosophical terms are consequently to be avoided. The correct vocabulary of science in the social field will be acquired naturally through the study of Technocracy and its literature. It is most important to recognize certain major errors which must be avoided:

- a. Speakers will refrain from erroneously using the terms 'capitalism' and 'profit system' for 'Price System.' 'Price System' is the correct, general, all-inclusive term.
- b. Erroneous cliches, such as 'history repeats,' are tabu.
- c. 'Radical' terminology is alien and philosophical, and moreover has an objectionable odor. Terms such as 'bourgeoisie,' 'proletariat,' 'exploitation,' 'working class,' 'class struggle,' 'bosses,' 'workers,' etc., are to be strictly excluded from any Technocrat's vocabulary and most especially from that of a Technocracy Speaker. (It is, of course, necessary to refer to the terms when specifically pointing out their alien nature and the fact that they are non-applicable here in America.)
- d. Moralistic terms, concepts, and valuations are to be avoided. They may be used only when subjecting them to realistic and objective analysis, whereupon they can all be shown to break down and in many cases to dissolve completely. Such terms include 'justice,' 'right,' 'wrong,' 'ought to,' 'should,' 'liberty,' 'freedom,' 'equality,' 'natural rights,' 'mind,' 'soul,' 'spirit,' etc.

- e. Price System economist labels, such as 'plan of plenty,' 'law of supply and demand,' 'law of diminishing returns,' 'niggardliness of nature,' 'production for use and not for profit,' etc., are misleading and inexact, and refer to fallacies. They cannot be used to describe the social phenomena of the Power Age, and are therefore to be excluded from a Technocracy Speaker's vocabulary.
- f. Refrain as much as possible from the use of the pronoun, 'I.' In most cases it is not only correct, but more effective to say 'we,' or 'Technocracy.'
- g. Avoid use of the phrase 'under Technocracy...' It is correct to say 'under the Price System....,' but use 'in a Technocracy....,' or 'in a Technate....'

3. Approach

Fundamental to the correct approach is this:

- a. Technocracy is not proposing the overthrow of the Price System, but realizes that its abandonment is inevitable. Therefore, Technocrats are bending every effort to build their Organization and to instruct the public, secure in the knowledge that circumstances will eventually compel people to organize, and that if they are properly informed and supplied with competent direction, the tendency for panic and hysteria to occur will be far less than it might be otherwise.
- b. Also important is the fact that all of our basic social paradoxes (such as poverty in the midst of plenty) are direct and necessary consequences of the Price System, and -- the corollary -- that those paradoxes can be eliminated only by the installation of a non- Price System.
- c. The analysis of all problems will be made on the basis of function rather than on a priori philosophic concepts. Facts must be used, and the conclusions which follow validly from the facts. No subjective premises are to be used; all reasoning must be objective. Positive rather than negative statements are to be made. All facts and statements must be verifiable from authentic sources.
- d. Emphasis is to be placed on the work of the technologist rather than that of the engineer. Maintain an attitude of respect for the specialized activities of scientists, technologists and the entire array of the functionally competent (when they do not utter

- social nonsense); and conversely convey contempt for Price System economists, financiers, promoters, politicians, liberals, radicals, and 'social planners,' along with their activities and statements.
- e. Analysis of human beings is to be made only on their ability to perform. Moral blame shall never be cast on individuals or groups of individuals for their actions. It will be remembered always that environment and conditioning cause people to act as they do.
 - f. Always implied will be the impression that Technocracy is not merely possible, but, provided organized social direction is achieved, most probable.

A brief summation is: It is possible with North America's present resources, technology, and knowledge to give to every inhabitant of this Continent a guaranteed standard of living higher than any ever known. This high standard of living can be attained only with less, rather than more, labor; for they can be produced only through employment of technological processes as automatic as can be devised. There is no virtue in human labor as such. American technological achievement must be accomplished with minimum wastage of non-replaceable resources; and it can be done only by a social organization and system of distribution expressly designed to meet the requirements of America's high-energy civilization -- the American Way -- which is Technocracy.

4. Style

As training and experience are attained, each Speaker will develop a natural style which is most suited to his or her own personality. While much may be learned from listening to other Technocracy Speakers and many valuable hints thereby gained, all are warned never to court danger by attempting to emulate another Speaker's individual personal style. Always be yourself -- be natural, and avoid affectations. The use of humor and wit, in the correct sequence and at opportune times, is to be encouraged to a certain degree. It is an effective attribute when used appropriately and with discretion, but if overdone it can detract from the Speaker's main purpose which is, of course, fundamentally serious. Avoid equally the dry academic exposition and the heated emotional appeal. Refrain from indulgence in personalities. The main attitude to preserve is one of cool and detached dignity backed by an assured and confident manner.

5. Personal Appearance and Deportment

Speakers and others appearing before the public for Technocracy Inc. must maintain neatness and cleanliness of personal appearance beyond all reproach and must conduct themselves at all times in a manner becoming a Technocrat.

Any Speaker or other member appearing on the platform even in any minor degree under the influence of liquor or drugs is subject to instant dismissal from Technocracy Inc.

6. Speaker's Accessories

Speakers may often find it expedient to illustrate their lectures by the use of adequate and well-prepared charts, graphs, maps, slides and short films. Demonstrations of various other types have been found useful and effective. People obtain a more lasting impression from what they can see than from what they are merely told. Care must be exercised in augmenting a lecture presentation with these accessories, however, to maintain continuity, coherence and unity. A stronger effect can be obtained through using a few charts, etc., to full advantage rather than by burdening the audience with too many.

Section Publication, Research and Education Committees may be requested to assist the Speakers and the Section Public Speaking Committees by undertaking production of these accessories.

At important meetings it is advisable to have the national flag properly displayed to symbolize Technocracy's patriotic nature. (There is no organization of greater patriotism.) Some Sections have acquired and use to full advantage a Technocracy gray banner carrying the Monad and the Section designation.

Part V: Lecture Types

1. Standard Lecture

The type of lecture most often in demand and most often appropriate for the presentation of Technocracy to new audiences is that stressing Technocracy's analysis of the Price System, summarizing the major trends and conditions leading to its demise, and concluding with a bird's-eye view

of the next most probable state of society as foreseen and specified by Technocracy as a matter of necessity. In general, before the listener can grasp the final answer to any problem he must first be shown the formulation of the problem. The listener must be shown not only the unpleasant results of the Price System so evident in America today, but moreover, the future dangers which are far, far greater. It cannot be overemphasized that the Price System and the political mode of social control in America is doomed completely and entirely, regardless of anyone's wishes or desires, and regardless of any and all efforts being made or anticipated in attempt to save it. The listener must be shown that this result is inevitable, regardless of any expressed approval or disapproval of the technological solution projected by Technocracy. To do otherwise (to explain the design of Technocracy and related factors without also showing conclusively that it is the only alternative if America is (1) to continue to support its present population, and (2) to acquire adequate defense) allows the listener to view the projection from the wishful-thought viewpoint of whether or not it would be 'nice' or 'desirable,' rather than from the factual, realistic and scientific viewpoint of accepting the hard-and-fast dictates of America's irreversible technological progression and unique Continental characteristics.

2. Supplementary Lecture Types

Some supplementary lecture types, of which phases and themes may be woven into a standard lecture, include:

- a. Lectures in the interpretative style commenting on significant events and developments (industrial, agricultural, financial, governmental) in the current scene, and perhaps bringing out ironic aspects.
- b. Lectures dealing with material of social and economic significance and containing, usually, statistical data from the United States Census, Statistical Abstracts of the United States, etc., and other authoritative sources which may be quoted. (See OI-3)
- c. Lectures dealing with sociological matters that expose the ironies and futilities of present social-control techniques.
- d. Lectures dealing with current financial and political maneuvers ostensibly for one purpose, but actually for some other entirely different, and explaining in all cases the subterfuge involved.

- e. Lectures disclosing specific technological advances in various industries and operations, with emphasis on the change in man-hours entailed and similar features.
- f. Lectures dealing with industrial developments in various countries and their reaction upon world trade and North American export markets.
- g. Lectures dealing with the physical resources of the North American Continental Area and showing how their quantities, variety, distribution and exploitation affect the operation of the Continent.
- h. Lectures showing the alien, non-American origin and the inadequacy of all Price System institutions and forms of government (such as socialism, communism, nazism, fascism, social credit, etc.) for the operation of a high-energy social mechanism on the North American Continent; and, conversely, lectures showing the completely American origin of Technocracy and its competency to accomplish the required social results.

3. Motion Picture Lectures

Many Sections are now procuring films from industrial and governmental sources for use in educational classes and public lectures. In the case of silent films, a running commentary by a qualified Technocracy Speaker must always accompany the showing, drawing attention to points of Technocratic significance, stressing the social implications, and providing the basis for the all-important organizational 'drive.' In the case of sound films, either the sound commentary can be excluded to make way for the Technocratic commentary, or an introductory and/or concluding Technocratic talk must be given. The mere showing of a motion picture alone is entirely inadequate.

Part VI: Publicity for Speakers

- 1. No Speaker, officer, or member of Technocracy Inc. shall have his professional, fraternal, religious, or technical affiliation, nor his trade or business mentioned in any publicity issued by any unit of Technocracy Inc., i.e., no past or present condition of servitude or Price System affiliation can be used as a public recommendation.
- 2. Speakers, officers and members shall be publicly designated only by the office they hold in the Organization, and by their achievements in the Organization.

3. Biographical material may be made available for Section membership use only. As the Organization grows, the standing of the members in the Organization will overshadow any Price System affiliations that they may have.

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CHQ
TECHNOCRACY INC.
Rushland, Pa.

OPERATING INSTRUCTIONS NO. 5

Issued: August 1938

CONDUCTING PUBLIC MEETINGS

(Revised 12-60)

Part I: Preparation for Meeting

1. Objectives

As defined in the BL&GR, it is the duty of all Sections and Organizers to hold frequent public meetings in a well-ordered, effective manner, conforming to the importance of our Organization and its vast objective. One major purpose of these meetings is to enlist new Members, an objective which requires an effective technique of conducting the meetings in order to obtain the maximum enrollment. The instructions given here will provide guidance and, with variations to suit local conditions, shall be adhered to by all Sections and Organizers. The responsibility of planning and conducting public meetings rests with the Organization Committee.

2. Planning

All factors shall be planned well in advance, i. e., publicity, hall, seating arrangements, ticket sales, etc.

3. Type of Meeting

For all public lectures the pay meeting with tickets sold in advance is recommended. Not only does this constitute a source of income for the Section, but it stops the undesirable 'loafer' who likes free meetings because they are free, and the inveterate 'nut' who goes to every lecture in town but has no intention of doing more. The pay meeting attracts only the interested who are willing to invest 50 cents or more for the privilege of learning more of Technocracy. The necessity of selling tickets compels the participation of the Section Members and helps the Section officers to ascertain the prime movers amongst the Membership. Tickets should be assigned to every Member and

that Member is expected to sell them. It is possible to sell more tickets than there are seats in the hall since many of those buying tickets will not actually attend. It is generally safe to oversell the hall capacity by about 35 per cent.

4. Hall

If the hall is fitted with movable chairs they should be spaced so that the space between aisles is sufficient to permit the passage of literature sellers and organizers. If the meeting is expected to be small, some of the chairs can be taken out from the back of the room in order to decrease the capacity and make the place look filled; the remaining chairs may be spread. Prevent the hall from becoming too hot, too cold, or too stuffy, as these conditions tend to diminish the effectiveness of the speech.

5. Literature

Free literature: No free literature should be used at public meetings. Free literature not only gives the audience something to play with, but prevents many from buying literature. Free literature should be reserved for new contacts at places other than meetings.

Pay literature: No literature should be sold or displayed until the intermission. Bundles of literature should be made up beforehand. The bundles, priced at 50 cents, may contain, say, one 25-cent magazine, one 15-cent pamphlet, one 10-cent pamphlet, and several 'free' items, including the Technocracy 'Contact Folder.' When free items are included in a bundle, it may be announced that, 'On this occasion we are including several items in each bundle at no additional cost to the purchaser.' This will appeal to the Price System conditioning of the audience.

Part II: The Personnel

1. Entire Staff

The personnel for a public meeting should consist of a chairman, the Authorized Speaker, the usher captain, the ushers, the literature custodian, ticket takers and ticket sellers, the Expression-of-Interest-Card announcer, the Section Treasurer and his assistants, and such others as are necessary. One other is to make the literature talk.

2. The Ushers

The ushers should be young, preferably male, and in sufficient numbers to handle the situation. It does no harm to have more ushers than are strictly necessary in order to give an impression of organized strength. (Where possible, double the normal number of ushers should be used -- two at each usher-post, one always remaining at his post, while the other shows guests to their seats. The two ushers would alternate in their duties.) Ushers must be thoroughly familiar with the procedure and able to accept orders and carry them out. Before the meeting begins they should be posted at stations along the aisles and they should hold those positions without wandering away. Ushers should wear official dress if possible; if not they must be furnished with some identifying mark such as an armband or cap. All, of course, will wear their Monad emblem in its usual position. Ushers stand erectly, without slouching or lolling with hands in pockets and when at the post face the incoming guests. They avoid falling into idle conversation with anyone, always striving to give an impression of disciplined alertness. At a public meeting the ushers form the most conspicuous part of the 'front' that Technocracy Inc. presents to the public.

3. The Usher Captain

The job of the usher captain is an important one, as the success or failure of the meeting may hinge upon his work. He is responsible for all operations other than those that take place on the platform. He should carry a list of every single item that has to be seen to during the entire meeting, even to such things as the Speaker's drinking water and the pointer for his charts. He must check on all these items and see that they are provided. For large meetings dress drill must take place on location prior to the meeting to familiarize the crew with the layout of the hall. On the night of the meeting the ushers will report for dress inspection one hour prior to the meeting. He is also responsible for taking the statistics on the meeting for the reports, checking on the total number present, non-Technocrats present, number of non-Technocrats at the organization meeting, the number signed, and the literature sold. This man should be young if possible, alert, and tactful. This is a job for a born officer.

4. General Membership

In addition to the officers specified, every Member of the Section has a place at the public meeting -- not to be entertained or to learn, but to perform. All committees, particularly New Membership, must be ready and prepared to function.

Part III: Program of the Meeting

1. Personnel Schedule

All personnel should be in the hall at least one hour before the meeting is timed to begin if it is to be a large meeting. After receiving their instructions they will be posted in the positions they will occupy throughout the meeting. As the audience enters, the tickets are taken by the ticket taker at the door. As the tickets are given up an X card is handed out. They are then seated by the ushers.

2. Handling of Expression-of-Interest Cards (X Cards)

At the time the meeting is scheduled to begin, the Section Member designated for this duty will request that the X cards be signed by the audience and collected by the ushers. This short announcement should include the following: that the X cards enable the Section to inform the signers of future meetings and to send them free literature; and that the ushers will furnish pencils to all who raise their hands. (The remark about free literature is important as many people sign anything to get something free.) Ushers should then move up the aisles holding one blank X card each for purposes of display, lend pencils where requested, and collect the cards. The cards should all be collected and turned in to the usher captain or officer designated by him. The X card man will make all incidental announcements; the chairman must confine himself to the introduction and 'build-up' of the Speaker.

Later: It is necessary for the chairman to announce, during the pause between the lecture and the question period, that all those who came in late and have not filled in X cards can do so and leave them with any usher on the way out at the end of the meeting.

3. Music

In some cases Sections have well-trained bands. At the discretion of the Public Speaking Committee, specially selected music may be played as the hall is being filled. This should not be attempted unless the band is a decided credit to the Organization. Music may also be supplied by records or by tape recording. Under particular circumstances (such as in time of war) all meetings must start with the singing of the national anthem. As our meetings are not concluded by adjournment in the usual manner, it is not necessary to conclude the meeting with singing.

3. Open the Meeting Punctually

Following the collection of X cards, the meeting should open punctually on the advertised time. It is advisable to make the X card announcement promptly at the time the meeting is advertised to begin. (This will delay the actual opening about ten minutes and allow late comers to be seated.)

5. Chairman's Remarks and Introduction

These should be brief and to the point. When the X cards are collected the chairman should enter the stage alone. He walks directly to the microphone, salutes the audience in the prescribed manner and welcomes the audience in the name of Section so-and-so, R.D. so-and-so. Technocracy Inc. His short introduction (which should not be in excess of 3 minutes) should 'build up' the Speaker in order to increase the Speaker's authority in the mind of the audience. (No matter what has gone wrong, if anything, the chairman should never excuse or explain. If anything slips, ignore it.) He concludes his 'build-up' of the Speaker by introducing him. The Speaker enters from back-stage and appears to the audience as the chairman begins his, 'I have the honor to present....' The Speaker walks to the side of the chairman and when the chairman has completed rank, name, etc., he turns and salutes the Speaker. The Speaker then salutes the audience. The chairman retires directly from the stage in a brisk manner and does not return until the Speaker has finished his address. (If feasible the Speaker enters from the center of the stage through slightly drawn curtains, and should step forward directly to the microphone in the center of the stage. If this interferes with the hanging of the Monad banner, the entry is made from the side.)

6. Principal Feature

This shall consist of the main lecture, showing of motion picture, demonstration, or other suitable feature. It is recommended that the speech be kept as near as possible to one hour. Longer speeches tire the audience and reduce the reaction during the organization meeting.

7. Intermission

The Speaker concludes by saluting and the chairman takes over while the Speaker retires. While this break-period is called the intermission, the chairman should never refer to it as such. To do so may cause many people to withdraw until the question period to smoke, etc., causing adverse results to the literature selling. Instead of referring to the 'intermission,' the chairman uses some evasion as, 'While the Speaker is catching his breath for the question period,' etc., or anything calculated to make the audience think that events will be resumed any minute now. The microphone must never be left unattended and continuity is necessary.

8. Literature Selling

The literature announcer should not be introduced, but takes the platform by prearrangement instantly at the conclusion of the chairman's few sentences. His talk should be short, and should explain that this is a unique opportunity to make a worth-while investment -- one which will furnish the purchaser with information on the New America -- and for only 50 cents. (One-dollar bundles may be sold before the introduction of the 50-cent bundles. The higher priced ones are always sold first.) He concludes that all who wish to take advantage of this should hold up their hands. The ushers then advance and sell as many bundles as possible. (The ushers, at this time, may also collect any X cards which have not yet been handed in.) The literature announcer watches carefully, and as soon as sales begin to fall off, he begins to present the merits of a selected single piece of literature. His talk indicates that this particular piece of literature is the one above all others that they don't want to miss. The usher captain and assistants make the rounds and stock up the ushers. The whole process is to be kept snappy, and concludes in five or six minutes unless the demand is great, in which case it is kept up as long as the literature is demanded.

9. Question Period

The question period shall be announced clearly from the platform by the X card announcer at the beginning of the meeting and again by the chairman when he takes over from the Speaker, so that the audience will not consider the meeting prematurely closed after the lecture. The chairman will state that no forum or argument will be permitted, and that only questions direct and germane to the subject will be allowed. The question period must be stopped before the audience begins to get restless or starts to leave in numbers. The person who asks the question shall rise and address the chair and the question shall be clearly repeated by the chairman. The answers should be short and snappy. Questions should be answered, not explained. To close the question period, the procedure shall be reversed by having the Speaker ask two questions to the effect: 'All those who want to help build the New America raise their hands.' This must be put tersely and directly. The Speaker will then say, 'Thank you,' and go on: 'With this evidence, how many of you have the courage and fortitude to join Technocracy to help build this New America now?' Those who raise their hands are invited to remain for the organization meeting; the others are asked to leave.

10. The Organization Meeting

The organization meeting which, except under special circumstances, shall be considered as an integral part of all public meetings, shall then begin and shall be conducted as outlined in the following.

Part IV: Splitting the Meeting

1. Announcement

To make sure that the audience clearly realizes the intention of holding the organization meeting, it is necessary to have it announced both times when the question period is announced.

2. Procedure

The organization meeting may be conducted by the chairman, if a Member; by the lecturer himself; or by another suitable Member designated for the purpose.

3. Cooperation of the Members

This 'organizer' shall take the platform immediately following the question period so that there will be no time-lag whatever. He shall start speaking in a voice sufficiently loud to be heard above the noise of those leaving. He shall request all remaining to come down to the front of the hall. At this point it is exceedingly important that all Members cooperate by moving quietly down to the front of the hall as individuals and taking seats. This gesture can be instrumental in making a success of the meeting, as other persons will follow the example set by the Members. (Members do not go to public meetings to be educated or entertained, but to work.) Afterwards the presence of the Members can be referred to and shown by asking the Members to rise.

4. Continued Process

It is advisable for the Speaker to continue to talk while the uninterested are leaving as many will thus be induced to stay, unwilling to miss anything. While those interested in organization are assembling, the Secretary, Treasurer and New Membership Governor, equipped with receipt books and Membership Application forms, shall take their places at a visibly designated table or tables.

Part V: The Organization Meeting

1. The 'Organizer's' Remarks

The 'organizer' shall assume that those non-Members who are present are definitely interested in Membership and he shall not waste time in giving a further lecture on Technocracy. Specifically he will stress the need for organizing for a mass movement of North Americans; sketch the 'Study Course'; announce the dues; and give a short description of the Membership Application form. Opportunity should then be given for questions on organization, excluding questions on Technocracy's subject matter. The 'organizer' should always impress upon his audience at this point that Technocracy makes no emotional appeal because it is only interested in the 3 percent of the population that has the intelligence to recognize the facts and the fortitude to do something about it now -- and that the present organization of the 3 percent is absolutely necessary for guiding the coming mass movement. The 'organizer' then makes somewhat the following remark: 'Let's get in it now!' Discretion should be used in the timing of the final remark. It must be remembered that

those who remained did so to join or at least investigate the Organization. Don't cool them off.

2. Membership Application Forms

Membership Application forms are not to leave the custody of the Organization. Every Member will be in possession of one form--unfolded. At the final remark of the 'organizer' each Member will approach a non-Member and politely offer to assist him or her in becoming a Member. No Membership Application forms will be handed out but will remain in the custody of the Members until handed to the Treasurer.

3. Assisting the Applicants

As quickly as possible, therefore, each Member with his Membership Application blank will select a non-Member, sit down beside him, and offer to lend him a pencil. He will, of course, show him the form, and ask him if he has any questions. The Member shall not permit the prospect to take the form away with him. Each prospect should be signed up. No attempt should be made to fill out the entire form. Get the prospect to put his name and address in the upper left-hand lines provided and then take him up to the Treasurer or one of his assistants. Do not take the blank. Take the prospect with the blank up to the Treasurer. When he is safely talking to the Treasurer, pick up another MA and go and get another prospect. The success of the meeting depends on what is done by the Members in the first five minutes of the organization meeting. Human inertia may keep a half-convinced prospect sitting on a chair until he or she gets tired and wanders out the door. Some cooperation at the right moment would mean another Member.

4. The Treasurer

The Treasurer and his proxies go to the front of the hall as the meeting splits up. A table or tables will be ready with pencils and receipt pads. (In large meetings many tables may be necessary with a large crew of Treasurer's assistants.) As the newly signed applicant Members are brought up to the table by the Section Members, the Treasurer takes the application. A minimum of \$2.25 should be requested as the first installment on dues. Some applicants may not have cash with them. These may be accepted tentatively until the dues are forthcoming. The applicant is given a receipt for his dues.

5. New Membership Committee

The New Membership Committee performs an important function in the organization meeting. At this time all Members, not performing other specific duties, automatically became members of the New Membership Committee. They participate in approaching the prospective Members as outlined in 3, above; after the prospect has given his MA to the Treasurer, they give him a card, small enough to go into a pocket book, bearing on it the date, address, and time of the next meeting where he can come and complete the filling out of the MA. These cards are prepared before the meeting. The date on the cards is not to be set further ahead than one week and preferably within 48 hours. The New Membership Committee members also converse with applicants returning from the Treasurer and endeavor to make them feel welcome.

CHQ
TECHNOCRACY INC.
55 East 44th St., New York 17, N. Y.

OPERATING INSTRUCTIONS NO. 6

Issued: February 1940

ORGANIZATION LECTURE TOURS

Revised: May 1949

Part I: Tour Headquarters

1. To expedite the proper handling and coordination of Speaker-Organizer lecture tours throughout the Continent, certain Sections may be designated by CHQ as Tour Headquarters.
2. These Sections shall then appoint a Tour Committee which will handle the required tour work. This Committee shall consist of the Tour Committee Chairman, a Tour Secretary, and a Tour Treasurer. The Section Governor of Organization shall be the Tour Committee Chairman and shall be responsible directly to the Section Board of Governors. The Tour Secretary shall handle the correspondence, check on the arrangements along the itinerary of the tour, keep the records, and prepare reports for the Tour Committee Chairman, for the Section Board of Governors, and for CHQ. The Tour Treasurer shall handle the funds and keep a financial record of the tour and shall be responsible for the funds to the Section Treasurer.
3. The Office or Desk of the Tour Committee shall be in the same premises as the Section offices. Under no circumstances, is the Tour Committee to carry on its functions apart from Section operations.
4. The territory in which the Tour Headquarters will supervise tours will be specified by CHQ.
5. Either the Tour Headquarters or any Section may propose a tour.
6. All lecture tours originating in the area specified must receive the approval of the Tour Headquarters and be submitted by the TH to CHQ. The TH must obtain authorization for the Speaker and the itinerary from CHQ. The Tour will then be designated by the TH as 'Akron 1,' 'Akron 2,' etc.,

naming the city in which the TH is located and the number of the tour.

7. The Tour Committee shall arrange the full itinerary and shall supervise, by arrangement and in cooperation with the various Sections and Organizers, all phases necessary to the successful conduct of each tour in its area, such as: finances; publicity (including posters, billboards, handbills, newspapers); the kind and capacity of the hall; hall rent; transportation of Speaker; housing of Speaker. In this, the Sections and Units will do the actual work of arranging and staging the meetings in their respective localities, but the direction and supervision will be the responsibility of the Tour Committee,
8. Special attention shall be placed on additional addresses to civic, technical, and fraternal groups. wherever possible, these addresses should be scheduled so as to be included on the itinerary. Where this is not possible, the Speaker-Organizer shall be informed of the special meetings as far in advance as feasible.
9. Itineraries should permit the Speaker-Organizer to remain in each locality for two or more days. He may be scheduled to speak at a Membership Meeting as well as at the public and special meetings. It is advisable for the Speaker to have one day available in each locality for rest or personal use. As a rule, it is recommended that he be provided hotel accommodations rather than be billeted in the home of some Member.
10. Any Tour Headquarters desiring the services of a Speaker-Organizer functioning outside of its territory must place the request through the TH under which the desired Speaker-Organizer functions, after receiving approval from CHQ to make the request.
11. At the time of authorizing a tour which extends into areas under the jurisdiction of other Tour Headquarters (with which the TH proposing the tour has been in communication), CHQ will notify those other THs of this Authorization and they will automatically become sub-THs for the duration of that specific tour. These other THs will cooperate with the TH originating and conducting the tour.

Part II: Financial Arrangements

1. The TH shall assess each Section or Unit sponsoring a meeting a sum not less than \$10.00, the sum depending on the relative strength of the sponsor. Where several Sections and/or Units are jointly sponsoring a meeting, each will be assessed separately. This assessment must be complied with immediately by all Sections and Units participating in a given tour. This fund will be used by the TH to: (a) Cover the administrative expenses of promoting and conducting the tour, and (b) Pay the traveling expenses of the Speaker from point to point throughout the tour.
2. The TH shall receive one-half of the net proceeds (after all local expenses are paid) of each meeting on the tour; this sum to be forwarded by the respective Section or Unit to the TH along with the meeting report form. These remittances shall be added to the TH Tour Fund and shall be placed in the treasury of the TH Section, but be recorded on the books separately from the regular Section funds.

(Note to Section Treasurer: The Section Treasurer will make these entries on the Section books and include these items on his S-10 reports to CHQ. The Section Treasurer shall list the TH receipts and disbursements on the S-10 under Income and Disbursements, respectively, as single items designated 'TH Receipts' and 'TH Expenses.' The net amount of the Tour Fund will appear as a separate item, properly designated, in the space below the amount shown on hand for the Section. These instructions, of course, apply only to Sections which are Tour Headquarters.)

3. The Tour Treasurer shall keep detailed records of receipts and disbursements for each tour and submit a complete financial statement to CHQ at the termination of each tour. This will accompany the Tour Report covering the entire tour. (The TH will procure report forms from CHQ.)
4. Each TH shall maintain an operating fund of \$25.00 to be carried over from tour to tour. All funds in excess of this amount, accruing to the TH through the operation of tours and contributions, are to be forwarded to CHQ with the Tour Report at the close of each tour.
5. All sums received by CHQ through these sources will be maintained in a special Expansion Tour Fund to be used exclusively for conducting and sustaining tours in unorganized territories.

Part III: Section and Unit Participation

1. The Organization Committee of each Section is the Committee through which the tour activities in its locality shall be coordinated with the TH.
2. Any Section may propose a tour in its area to the TH.
3. Sections and Units shall promptly meet their required assessments for any tour in which they participate. These assessments are not to be included in the reckoning of local expenses.
4. Sections and Units shall be responsible for all local expenses incurred in promoting their meetings, including the stop-over expenses of the Speaker.
5. The Section Organization Committee or the Unit Organizer will make out a standard Meeting Report form on each meeting. This report will be in triplicate -- one copy to CHQ, one to the TH, and one to be retained by the Section or Unit. A preliminary report shall be sent to CHQ within 48 hours after the meeting, or as soon as it is possible. The report to the TH shall be accompanied by one-half of the net proceeds of the meeting. (The TH will procure Meeting Report forms from CHQ and in turn will supply the Speaker-Organizer with sufficient copies for all his meetings.)
6. Sections and Units shall be responsible for all local arrangements, such as: publicity, hall, ushers, literature, accommodations and other arrangements for the Speaker -- all of which are subject to the approval of the TH. When convenient, publicity and printing may be done at a central point, through arrangement with some Section Committee which is qualified to handle the work.
7. When participating in a tour, all Sections and Units shall refer to OI-5, 'Conducting Public Meetings.'

Part IV: Function of Tour Committee

1. The sole function of the Tour Committee is to arrange and supervise the handling of lecture tours within or through the territory assigned to the Tour Headquarters (with the modification stated in Part I, par. 11 of this OI). A lecture tour consists of several to many public meetings held in sequence at different localities in the territory.

2. The Tour Committee shall not engage in extraneous activities, whether or not they relate to the actual conduct of the tour, such as: publication of bulletins symbolization activities; inter-Sectional activities, whether recreational, administrative, or operational. The TH may seek the coordination of other activities in the promotion of tour meetings; but, in such cases, these activities will be handled by the committees ordinarily in charge of them and will not come under the supervision of the TH,
3. The Tour Committee is not responsible for the assignment of Speakers to public meetings other than authorized tour meetings, nor for arrangements pertaining thereto.
4. Briefly, the duties of the Tour Committee are these:
 - a. Prepare a tentative outline for a lecture tour within or through its designated territory.
 - b. Obtain approval for the tour and the Speaker from CHQ.
 - c. Contact Sections and Units along the route of the tour for their cooperation in their respective localities.
 - d. Draw up a definite itinerary and notify the Speaker, CHQ, and the participating Sections and Units.
 - e. Supervise the publicity and arrangements for the conduct of the meetings at the various points on the itinerary of the tour: make arrangements for the transportation of the Speaker.
 - f. Keep records of the meetings and handle the funds of each tour.
 - g. Make monthly reports to the Board of Governors of the TH Section.
 - h. Submit a complete report to CHQ at the completion of the tour, including a financial report, along with all funds accumulated in the Tour Fund in excess of \$2\$.00.

OPERATING INSTRUCTIONS NO. 7